

Mount Carmel Health

System-wide CV Executive Committee Designed to Bridge Siloes



System
CV Dyad

Multidisciplinary Membership

- Administrative dyad partner
- Physician dyad partner
- Four cardiologists
- Two vascular surgeons
- Cardiothoracic surgeon
- Senior transformation officer
- Medical Group President
- CNO
- COO
- VP of CV Service Line
- Director of Finance for Service Lines
- CMO of the Medical Group

Seven
Physicians

Seven
Administrators

Sample Responsibilities

- Create strategic plan
- Assess business investments
- Track technology innovations
- Prepare for disease management
- Manage acquisitions and affiliations
- Standardize advanced practitioner deployment
- Define research priorities



Generates Work Plan
for Service Line Dyad



Governance Structure in Brief: Mount Carmel Health

- Five hospital system in central Ohio
- Reorganized CV service line in May 2013 to increase integration across all CV hospitals and physicians
- Elevated service line authority from the hospital level to the system level with one dyad overseeing system-wide CV service line and employed physician practices; hospital-level CV clinical services (open heart surgery, cath lab, non-invasive cardiology) report to VP of CV Service line with matrix to hospital COOs
- As part of reorg, redesigned the CV service line's executive committee to include balanced representation from physicians and administration as well as balanced mix hospital and system level perspectives
- Executive committee was given authority over system-wide strategic planning for the service line
- Operational and quality improvement issues are handled by four disease state teams which also span hospitals within the system
- Disease state teams reduce work burden of the executive committee, allowing it to remain strategic in focus